



## Administrative Procedure 3370 RECRUITMENT & SELECTION PRACTICES

Responsibility:	<i>Associate Director, Business Services</i>
Legal References:	<i>United Nations Declaration on the Rights of Indigenous Rights (UNDRIP)</i> <i>Ontario Human Rights Code</i> <i>Ontarians with Disabilities Act</i> <i>The Accessibility for Ontarians with Disabilities Act, 2005 (AODA)</i> <i>Integrated Accessibility Standards Regulation 191/112</i> <i>Regulation 298 Operation of Schools - General (OREG 435-00)</i>
Related References:	<i>Board Policy 5000: Employment (Fair, Equitable and Inclusive Hiring)</i> <i>Board Policy 5001: Appointment of Principals and Vice-Principals;</i> <i>Elementary and Secondary</i> <i>Board Policy 5010: Conflict of Interest and Placement of Relatives</i> <i>Administrative Procedure 3340: The Selection of Personnel for Positions of</i> <i>Added Responsibility, Principal and Vice Principal</i> <i>Administrative Procedure 3350: The Selection of Teaching Personnel for</i> <i>Positions of Added Responsibility; Coordinator, Consultant</i> <i>Administrative Procedure 3360: The Selection of Teaching Personnel for</i> <i>Positions of Added Responsibility; Department Head, Assistant</i> <i>Department Head</i> <i>Administrative Procedure 3600: Selection Procedure for ESS/OSSTF and</i> <i>ESS/OSSTF Related Positions.</i> <i>Administrative Procedure 4360 – Principles of Business Conduct for Board</i> <i>Employees.</i> <i>WRDSB Accessibility Plan 2021-2026</i>
Effective Date:	<i>June 30, 2021</i>
Revisions:	<i>March 2023, July 2025</i>
Reviewed:	

### 1. Preamble

Waterloo Region District School Board (WRDSB) strives to attract, recruit and promote a diverse, highly skilled and qualified workforce to support student achievement and well-being. The WRDSB is committed to creating and sustaining an inclusive, caring and safe learning/work environment through recruitment, selection, and promotion practices that are consistent, equitable, transparent and free from discrimination that support the WRDSB's mission, vision and values. The WRDSB believes in maintaining the highest level of ethical and professional standards, while developing a workforce that is representative of the diversity of the student body in the Waterloo Region. The WRDSB is committed to providing bias-free, equitable and fair treatment of potential employees throughout the hiring process.

## 2. Procedures

The WRDSB is an equal opportunity employer and recruitment and hiring processes are applied consistently as follows:

### 1. General Requirements

- 1.1. To be considered for employment, an applicant must:
  - 1.1.1. be a Canadian citizen, landed immigrant, or possess an employment visa or other authorization to work in Canada if not a Canadian citizen or landed immigrant, and;
  - 1.1.2. produce a Social Insurance Number issued by the Canada Employment and Immigration Commission.

### 2. Equity

- 2.1. No applicant shall be discriminated against based on any code protected ground as per the [Ontario Human Rights Code](#).

### 3. Conflict of Interest (See Board Policy 5010, Conflict of Interest: Hiring Placement of Relatives)

- 3.1 All employees have an obligation to disclose any conflict of interest by way of completing a WRDSB Recruitment and Selection [Conflict of Interest Declaration Form](#) and submitting to Human Resource Services. All interview team members have an obligation to disclose any conflict of interest with a candidate prior to the recruitment and selection process and remove themselves from the process.

### 4. Recruitment

- 4.1. Any employees involved in any aspect of the recruitment and selection process must be aware of, and act in accordance with, applicable policies, procedures, legislation, and Collective Agreements.
- 4.2. Accommodation for applicants is available throughout the recruitment process. Applicants are required to advise the WRDSB in advance of any accommodation needs.
- 4.3. Where possible, WRDSB job postings will be posted on Apply to Education or other suitable posting locations based on the position.
- 4.4. Application requirements will be indicated on each job advertisement. Job applications will be accepted as outlined on individual job postings.
- 4.5. Applications are solicited from individuals in diverse communities for vacant positions at WRDSB whenever possible by:
  - 4.5.1. Seeking and inviting applications from a variety of post-secondary institutions, settlement agencies, under-represented/equity-seeking groups and associations.
  - 4.5.2. Advertising for positions on Apply to Education, professional organizations, social media platforms, community newspapers, community distribution lists, websites, and WRDSB Careers page and/or WRDSB Intranet.

- 4.5.3. The following Equity and Accommodation statement will be included on every job advertisement:

### **Employment Equity Statement**

The Waterloo Region District School Board is committed to equity in employment. We are committed to fair and equitable hiring practices that allow us to hire qualified staff who reflect the diversity of the community we serve, who will foster the success and well-being of our students and who demonstrate a commitment to equity and inclusion in the classroom.

We actively encourage applications from members of groups with historical and/or current barriers to equity, including, but not limited to:

- First Nations, Métis and Inuit peoples, and all other Indigenous peoples;
- members of groups that commonly experience discrimination due to race, ancestry, colour, religion and/or spiritual beliefs, or place of origin;
- persons with visible and/or invisible (physical and/or mental) disabilities;
- persons who identify as women; and
- persons of marginalized sexual orientations, gender identities, and gender expressions

We will make any appropriate accommodation based on any of the human rights protected grounds, to support candidate participation in the hiring process.

In order to ensure equitable representation in the hiring process, your responses to the Self-Identification job posting question would be of assistance. Your participation in responding to these questions is voluntary and is not required for the completion of this application. If you do not wish to provide this information, simply select the "Prefer not to answer" option.

## **5. Job Advertisements**

5.1. Job advertisements will include the following:

- Job title
- Bona fide job requirements and qualifications, including professional registrations
- Additional experience, skills, backgrounds and knowledge considered for this position
- Full-time equivalency (FTE) and/or hours of work (if applicable)
- Location (if applicable)
- Application package requirements
- Deadline for application
- Unbiased and inclusive language
- Equity and Accommodation statement
- Self-Identification Statement
- [Lived Experience Statement](#)

External job advertisements will include all items identified in 5.1 along with the following:

- Background information about WRDSB
- Non-Union/Management Job Advertisements may include Salary range / Hourly wage

## **6. Shortlisting Process**

6.1. Hiring for all positions will be determined based on the individual requirements, ability, experience, knowledge, lived experience, merit, qualifications and any other relevant criteria required to successfully meet the expectations of the position as outlined in the job advertisement. In

accordance with section 14 of the Ontario Human Rights Code, where the skills, ability, and qualifications of the applicants are relatively equal, applicants who have lived experience (see Appendix A) and self-identify as members of historically under-represented communities or members of other protected grounds under the Ontario Human Rights Code will be granted first consideration. Where there are qualified applicants that self-identify, at minimum, one in three shall be shortlisted for an interview.

6.2. Internal staffing will follow Legislation, Collective Agreements and/or Terms and Conditions.

## **7. Interview Process**

7.1. Shortlisted candidates will be provided an opportunity to identify if any accommodations are needed. Where applicable, shortlisted candidates will be provided an outline of the interview/practicum when invited to the interview. WRDSB is committed to providing accommodation throughout the recruitment and selection process, based on any human rights protected ground.

7.2. Upon request, the Board will endeavour to provide assessment and selection materials in accessible formats.

7.3. Interview panels will consist of two or more members who have the knowledge and experience to reflect the needs and interests of the position. The Board will strive to have a diverse interview panel team. Efforts will be made to ensure Indigenous, Black and racialized candidates, who self-identify, will have an Indigenous, Black or racialized person present on the hiring panel for their interview.

7.4. All candidates within the same job competition will be provided the same interview structure.

7.5. Applicant information and discussions/decisions during the recruitment and selection process are to be held in the strictest of confidence.

7.6. All documentation relating to recruitment and selection must be treated with confidentiality in accordance with WRDSB policies and relevant legislation.

7.7. Evaluation of candidates will be based on the criteria outlined on the job advertisement. Before making a formal offer of employment, the chair of the interview team or designate must check references. Reference checks are critical for verifying and further exploring work-related information from individuals who have direct knowledge of the candidates. They are also crucial to validate or clarify information collected through the interview process. At least one reference must be obtained from the candidate's current supervisor or, where appropriate, from a recent past supervisor.

7.8. Some job competitions may require successful completion of practical skill tests and/or a physical demands test before a formal offer of employment can be extended.

7.9 A candidate who is not successful through the interview process may request feedback on their individual interview.

## **8. Pre-Employment Screening**

8.1. During the hiring process, prospective employees are required to complete and submit all pre-employment documents prior to commencing employment with WRDSB:

- Criminal background check
- Vulnerable sector screening as applicable
- Declaration of a conflict of interest, candidates disclose relationships or relatives who are currently working for the WRDSB

- Appropriate certification/documentation and proof of education, as required
- Payroll information such as tax forms and banking information
- Social Insurance Number

8.2 All costs for the pre-employment screening documentation, with the exception of the physical demands test (if applicable) are to be paid by the prospective employee.

## **9. Staff Onboarding**

9.1. Once all paperwork is received and a formal offer of employment is made, employee onboarding must be completed prior to being able to commence work. As a condition of employment, new employees are required to complete mandatory online training sessions such as, Violence and Harassment in the Workplace, WHMIS, Human Rights 101, Ministry of Labour H & S Training as applicable to the position, Worker and Accessibility for Ontarians Disability Act Training.

## **10. Staff Mentorship and Support**

10.1 The WRDSB provides network and mentorship supports through our Leadership Capacity Plan where Indigenous, Black and racialized (IBR) staff have the opportunity to participate in networking, mentorship, and support groups for employees who occupy Code-protected identities.

10.2 Through the Leadership Capacity Plan, there will be Staff Affinity Groups, as needed, to provide people from similar demographic backgrounds protected by the Ontario Human Rights Code an opportunity to come together and co-create a space and connect with a network.

## **11. Employment Mobility**

11.1. The WRDSB will provide equal opportunity to all School Board positions (occasional, long-term occasional or permanent positions) for which they are qualified irrespective of where they are currently employed, subject to section 6.2 above.

## APPENDIX A

### Waterloo Region District School Board Lived Experience Definition

In compliance with PPM 165 - School Board Teacher Hiring Practices, the Ministry of Education requires Boards to consider "... additional experiences, skills, backgrounds, lived and work experience" in the hiring process.

We consider "lived experience" as a person who self-identifies as a member of a group that experiences the effects of historical and ongoing discrimination and marginalization based on any grounds protected by the Human Rights Code.

In the context of hiring practices, lived experiences are meant to be valued and weighted in parallel to education and work experiences. It is an acknowledgement of the talents, skills and gifts that people have when they identify with historically underrepresented groups. It is the acknowledgement as well, that people with these lived experiences have faced adversity, which has given them perspectives and skills that function as assets and are relevant, beneficial and invaluable to the organization.

Lived experience includes the knowledge and creative skills about the world gained through first-hand involvement in everyday events rather than through representations constructed by other people (through books, media, etc.). Furthermore "Lived Experiences" allows us to understand the value that marginalized candidates can bring to the organization through the very experiences that served as barriers and that may have otherwise precluded them from a variety of opportunities. If we are committed to equity of access, opportunities and outcomes, this must be considered as invaluable expertise and assets to the organization.

We must note that this is not an attempt at hiring "less skilled" people simply because of their identities and lived experiences. It is a strategic reconsideration for us as an organization of the various types of expertise we require to systemically change outcomes.

In the context of hiring, promotion and retention processes in the WRDSB, lived experiences describes those who:

- identify as First Nations, Metis and/or Inuit to whom we have obligations through the Calls to Action as identified by the Truth and Reconciliation Commission

OR

- identify as a member of a historically marginalized community as defined as a Code protected ground,

AND;

- Have experienced racism, anti-Indigenous racism, anti-Black racism, or other form of discrimination as referenced in the Code, and/or has shown demonstrated commitment to actively dismantle these systemic issues and/or;
- Have lived through and/or demonstrated resiliency through situations that may create barriers to their employment opportunities or opportunities for success in life eg. refugee experiences, experiences of being unhoused/homelessness, chronically underemployed, intergenerational poverty; discrimination due to disability and/or;
- Have experiences that are largely not reflected within the organization in a significant or substantive way to support organizational decision making and to improve access, opportunities and outcomes for the most marginalized students, staff and families that we serve including transgender lived experiences and intersectional identities eg. a Black, disabled, Muslim woman living in poverty.